From the Acquisition Support Center Director

It has been more than five years since our Nation was attacked by terrorists in New York City and at the Pentagon — quite literally in our own backyard. These events on U.S. soil are forever etched in our Nation's psyche. Following these attacks, the global war on terrorism (GWOT) began in earnest with our troops arriving in Afghanistan to eradicate terrorists hiding from international justice. Since that time, the Army — with unit rotations numbering more than 550,000 Soldiers with boots on the ground — along with the other services and Coalition Forces, has bravely prosecuted *Operations Enduring* and *Iraqi Freedom*, fighting our enemies and liberating more than 50 million people from terror's inhumane grip. The GWOT continues, as the Acquisition, Logistics and Technology (AL&T) Workforce supports the best-trained, motivated and equipped Army in history. Our workforce plays a critical role in keeping our Army — the world's premier fighting force — relevant and ready. Every acquisition, contract, system or service we provide keeps our Soldiers combat capable as they continue the awesome responsibility of providing security against any threat, anywhere, anytime. I'm proud to be part of a dedicated, professional workforce that contributes so much to our Soldiers, our Army and our Nation. Looking forward, I see new challenges that our workforce will be facing together, and I'm confident that we will meet these issues head-on and carry out the mission of supporting our Soldiers, just as we have proven so many times before with so many unprecedented accomplishments.

Regionalization Program Update

In July 2004, the Army Acquisition Corps (AAC) implemented the Regionalization Program. Designed to provide AAC professional development standardization, the program affords captains and majors (until they are within a year of their primary zone for promotion) the opportunity to grow into positions of increasing responsibility. Regional senior acquisition officials are responsible for providing officers with professional development opportunities through multiple assignments within a region to support diversification and professional development while broadening their overall acquisition experience. The program's goal is to stabilize each officer for 48 months. However, some officers may move after 36 months to pursue other professional development opportunities or to meet the greater needs of the Army and AAC in different assignments. The Regionalization Program is being implemented in Warren, MI; Picatinny Arsenal and Fort Monmouth, NJ; the National Capital Region; Aberdeen, MD; Redstone and Huntsville, AL; and Orlando, FL. For more information on the program, please contact MAJ Andrea Williams at (703) 805-1428/DSN 655-1428 or **andrea.williams@us.army.mil**.

Defense Acquisition Workforce Improvement Act (DAWIA)
DAWIA was amended during FYs 04 and 05. The modifications were so significant that *DAWIA* is now referred to as *DAWIA II*. Most of the revisions established a single Defense Acquisition Corps, streamlined obsolete and outdated provisions, and provided greater management flexibilities for strengthening the AAC in developing and maintaining a professional acquisition workforce. The following are a few of the key changes to *DAWIA*:

- An Integrated Management Structure that includes the Workforce Management Group chaired by the Defense Acquisition University president. Its purpose is to guide implementation and integration of program initiatives, policies and daily execution of AL&T Workforce education, training and career development. It also provides advice and recommendations to the Senior Steering Board (SSB).
- The SSB, chaired by the Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L), ensures uniform execution of the DOD AT&L Workforce Education, Training and Career Development Program.
- Key Leadership Positions (KLPs), a subset of Critical Acquisition Positions, identify positions requiring special attention from the Army and Defense Acquisition Executives on qualifications, accountability and position tenure. The Army is reviewing all positions for designation as KLP.
- The certification grace period has been extended to 24 months from 18 months.

The DOD policies and guides that expound on these changes can be found in the following documents:

- *DOD Directive 5000.52, Defense Acquisition, Technology and Logistics Workforce Education, Training and Career Development Program,* Jan. 12, 2005.
- *DOD Instruction 5000.66, Operation of the Defense Acquisition, Technology and Logistics Workforce Education, Training and Career Development Program,* Dec. 21, 2005.
- *DOD Desk Guide for Acquisition, Technology and Logistics Workforce Career Management,* Jan. 10, 2006.

Likewise, specific Army policies subject to *DAWIA* changes can be found at: **http://asc.army.mil/info/policies/ default.cfm**. For more information on *DAWIA II*, contact Carlyn Diamond at (703) 805-1239/DSN 655-1239 or **carlyn.diamond@asc.belvoir.army.mil**.

New Moniker

In closing, you might have seen the new acronym for the U.S. Army Acquisition Support Center — (USAASC). My intent is to make USAASC distinguishable from other organizations that share our old ASC acronym and give it a contemporary, fresh appearance. Please look for it in our publications, on our Web site, and in branded and other USAASC collateral materials.

Craig A. Spisak
Director, U.S. Army
Acquisition Support Center

Managing Customer Requirements for Products

Harlan Black

The Communications-Electronics Life Cycle Management Command's (CELCMC's) Software Engineering Center (SEC) is the Army's supplier of products, services and skilled personnel for communications-electronics systems. CELCMC is implementing best business practices from both Capability Maturity Model Integration (CMMI®) and Lean Six Sigma (LSS) to provide our products and services cheaper, faster and better. We are using CMMI to define our processes and we are using LSS to improve them. This article is the first in a series that focuses on Requirements Management (REQM), one of 10 CMMI process areas that CELCMC is currently implementing.

In this article, I will introduce REQM and present its goals. I will then present resolutions of issues that surfaced as people in our organization began writing REQM plans for projects that provide products for their customers. In a future article, I will discuss REQM planning for projects that provide customers with services and skilled personnel. I will then conclude with the relationship between CMMI and CELCMC's LSS efforts.

SEC's mission is to deliver life-cycle software solutions that ensure warfighting superiority and information dominance. Therefore, it is crucial that SEC engineers and technicians have an absolute understanding of customer requirements. (*Army AL&T* Magazine stock photo.)

REQM

REQM consists of two goals and suggests five specific practices for achieving them. The following is the form that the goals and specific practices took within CELCMC.

Goals for REQM:

- All requirements for project services, products and product components are managed.
- Inconsistencies between all requirements and both project plans and work products are identified and resolved.

Specific Practices for REQM:

- Obtain an understanding of requirements. *Significance: How can we give customers what they asked for if we are not certain that we understand what this is?*
- Obtain commitment from the project team to implement the requirements. *Significance: How can we give customers what they asked for if we are not certain that the project team is going to provide it?*
- Manage requirements changes. *Significance: How can we give customers what they asked for if we are not certain that we are giving them what they want today and not what they wanted yesterday?*
- Trace the requirements.
  For Products: Maintain bidirectional traceability of the requirements.
  For Services: Maintain traceability between the required services and the delivered services. *Significance: How can we give customers what they asked for if we are not certain that we are giving them everything they asked for and that we are not giving them things that they didn't ask for?*
- Identify and resolve inconsistencies.
  For Products: Identify and resolve inconsistencies between all requirements and both project plans and work products.

CAREER DEVELOPMENT UPDATE